Public Service Secretariat

Annual Report 2010 / 2011

Newfoundland
Labrador

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Message from the Minister

Public Service Secretariat
Executive Council
East Block, Confederation Building

September 30, 2011

Honourable Ross Wiseman, M.H.A.
Speaker of the House of Assembly
East Block, Confederation Building

Dear Mr. Speaker:

As President of Treasury Board, and on behalf of the Public Service Secretariat, I am pleased to present the accompanying annual report for 2010-11. This report outlines the Secretariat's accomplishments in supporting and helping employees to increase their capabilities and achieve their potential in the workplace.

The report also highlights the Secretariat's progress toward realizing its mission to enhance the human resource capacity of the core public service to deliver exceptional programs and services.

Activities in 2010-11 focused on continued implementation of the priorities of Government's Human Resource Management Strategy with particular emphasis on developing strategies, programs and supports to promote workplace renewal and employee retention (e.g. new and updated policies, enhancements to learning & development, and departmental supports to workforce planning).

As the Minister responsible for the Public Service Secretariat and accountable for the results contained within this report, I am very proud of the Secretariat's work and would like to thank all of the Secretariat's employees for their commitment, professionalism and dedication. I congratulate each of them on their successes this year.

Sincerely,

Thomas W. Marshall, Q.C.
Minister of Finance and
President of Treasury Board

Introduction

2010-11 has been a significant year in terms of performance reporting under the *Transparency and Accountability Act.* It is the first year that the Public Service Secretariat (Secretariat) will be reporting on its mission statement and accompanying indicators. These are in addition to the 2008-2011 goals and 2010-11 objectives established for each of the Secretariat's strategic issues in the 2008-2011 Business Plan.

The following pages describe how the 2008-2011 Strategic Human Resource Management Strategy (HRMS) has been a central component of the business plan and has played a critical role in helping achieve the goals and objectives identified. Design of this Strategy was completed during the first year of the 2008-11 business planning cycle. As of March 31, 2011, the Secretariat, along with other key partners, had made significant progress in the Strategy's implementation.

This report contains three major sections. The first section provides a descriptive profile of the Secretariat, its shared commitments, and highlights and accomplishments for the 2010-11 reporting period. The second section contains a detailed report and comparative discussion of the Secretariat's performance indicators. The third describes future opportunities and challenges, and presents the financial statements for the 2010-11 fiscal year. The appendices contain further details on the Secretariat's mandate and brief descriptions of each of the operating divisions.

SECTION I

Overview of the Public Service Secretariat

Human resource (HR) management in the Government of Newfoundland and Labrador involves four key partners including:

- Public Service Secretariat
- Public Service Commission
- Strategic Human Resource Management Divisions
- Departmental Executive and Management Teams

Within this partnership, the Secretariat supports the Treasury Board, a committee of Cabinet responsible for the day to day management and administration (including human resource management) of the public service. The Secretariat's complete mandate statement is included in Appendix A, page 31.

Vision

Exceptional People. Exceptional Public Service.

Mission

By 2011, the Public Service Secretariat (Secretariat) will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

Lines of Business

The Secretariat carries out its HR management mandate through three lines of business:

- Leadership in human resources
- Direction and support to government departments and central agencies
- Professional guidance and advice to the employer.

In addition to these main lines of business, the Secretariat holds responsibility for coordinating Government support for the development of the province's Francophone community, through a federal/provincial cooperation agreement. This is accomplished through the Office of French Services, under the direction of the Minister Responsible for Francophone Affairs.

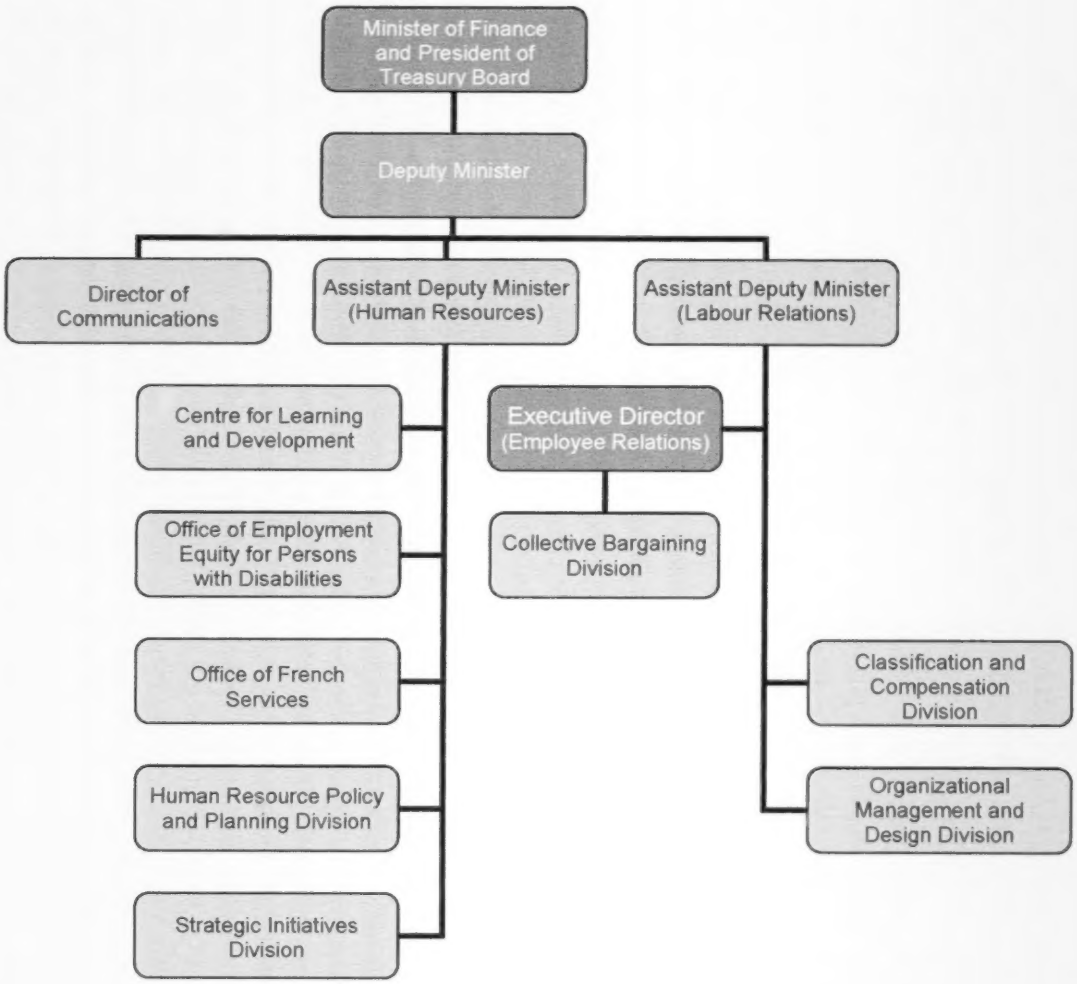
Budget and Staffing

In 2010-11, the Secretariat operated with an approved budget of $11.6 million[1] and a staff of approximately seventy-two distributed between two branches: Human Resources Branch and the Labour Relations Branch. The majority of staff are located in St. John's, with one position located in each of Labrador (Happy Valley - Goose Bay) and the West Coast of the Island (Corner Brook).

As shown in the organizational chart, the Secretariat operates eight Divisions. The Director of Communications reports directly to the Deputy Minister and supports the Secretariat and the Department of Finance. A description of divisional functions and responsibilities is provided in the appendices.

[1] Source: 2010-11 Estimates. For additional financial information see the Secretariat 2010-11 Financial Statement, page 28.

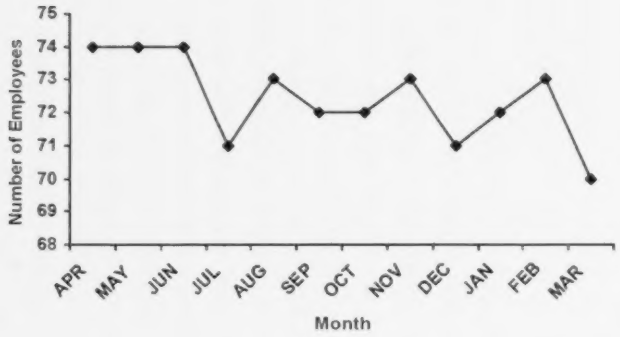
Organizational Chart


Minister of Finance and President of Treasury Board
Deputy Minister
Director of Communications
Assistant Deputy Minister (Human Resources)
Assistant Deputy Minister (Labour Relations)
Centre for Learning and Development
Office of Employment Equity for Persons with Disabilities
Office of French Services
Human Resource Policy and Planning Division
Strategic Initiatives Division
Executive Director (Employee Relations)
Collective Bargaining Division
Classification and Compensation Division
Organizational Management and Design Division

Employee Profile

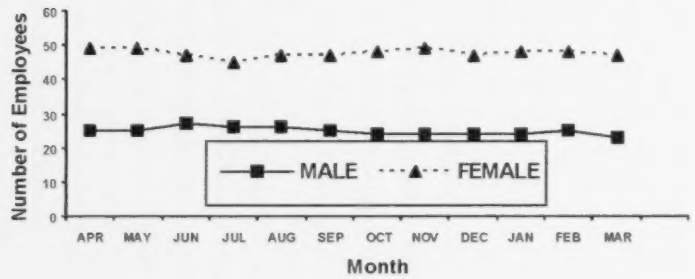
The Secretariat employed an average of 72 staff in 2010-11[2]. The number of employees dropped from 74 (April 2010) to 70 (March 2011), representing a 5% percent decrease in the workforce over the course of the year.

Figure 1. Number of Employees by Month in 2010-11



On average, there were 48 female and 25 male employees in the Secretariat in 2010. As seen in Figure 2, the change in overall workforce over the year was roughly equal for males and females.

Figure 2. Number of Employees by Month and Sex in 2009-10



The average number of years of service for Secretariat staff in 2010-11 was 11.4 years, compared to 12.7 for the core public service. The average age of Secretariat staff was 45, as of March 31, 2011.

[2] The number of Secretariat staff reported includes permanent and temporary positions and does not include employees hired through the "opening Doors" program except for those working directly for the Secretariat.

2010-11 Activities and Accomplishments

2010-11 was a very active year for the Secretariat. Regular business activities continued to be delivered while work was proceeding on new programs, strategies, guidelines and policies under the Human Resource Management Strategy.

Key business statistics include:

- Provided career and employment counseling and services to 1,396 persons with disabilities registered with the Office of Employment Equity for Persons with Disabilities.
- Provided employment placements, or work experience positions, within the core public service, agencies, boards and commissions to 145 persons with disabilities.
- Conducted 10 Onboarding sessions across the island and in Labrador for 392 new employees of the core public service.
- Completed 173 language translation requests equating to 620,814 words translated.
- Completed 659 classification review requests.
- Developed and rated 739 job profiles for the public sector in support of the Job Evaluation System for bargaining unit employees.
- Responded to 150 submissions from departments and committees of government on such matters as organizational structure, new program or service initiatives with HR implications, and budget-related position requests/notes.
- Facilitated grievance resolutions, prepared and presented arbitration cases, and consulted with departments on serious matters of employee relations.
- Approved 212 Tuition Assistance applications.
- Delivered 293 professional development workshops involving a total of 4,395 participants.
- Registered 429 individual learning plans for employee professional development.
- Recorded 19.3% increase in registered users of the Conference Board of Canada e-library.

Shared Commitments

The Public Service Secretariat worked closely with a number of other government entities throughout 2010-11 to address the following shared commitments:

- *Marketing, development and extension of job placement opportunities for people with disabilities to provincial agencies, boards, commissions and crown corporations.*
  Opportunities are made possible by Federal and Provincial partnerships via the Canada/Newfoundland and Labrador Labour Market Development Agreement (LMDA), the Labour Market Agreement (LMA), the Labour Market Agreement for Persons with Disabilities (LMAPD) and the Poverty Reduction Strategy. *The result - 145 persons with disabilities accessed direct employment with the province during 2010-11, and 1,396 received career and employment counselling and services.*

- *Enhancement of Student Employment Experiences.*
  Enhancements involve collaboration with the Public Service Commission (PSC) to improve student employment experiences, and partnership with the Department of Human Resources, Labour and Employment, under the Youth Retention and Attraction Strategy, to improve and expand opportunities for youth in the public service. *The result - approval of a new Graduate Recruitment and Internship Program to be launched in 2011-12.*

- *French Language Services and Francophone Community Supports*. Ongoing cooperation with the federal Department of Canadian Heritage regarding implementation of the Canada/Newfoundland and Labrador Agreement on French Language Services, as well as with the Quebec Canadian Intergovernmental Affairs Secretariat and various provincial government departments to support the development of the provincial Francophone community under the Quebec / Newfoundland and Labrador Cooperation and Exchange Agreement with respect to the Francophonie. *The result – continued access to high quality training and translation services and the provision of funding and other resources to support four community-based projects.*

- *Communities of Practice.* Participation in national and regional working groups on issues related to employee engagement, HR metrics and compensation. Currently, these groups include the Employee Engagement Inter-jurisdictional Initiative, the Inter-jurisdictional Measures and Metrics Working Group and the Atlantic Benchmarking Committee. *The result – access to*

sources of national data and best-practices information to inform provincial initiatives under the HRMS.

In addition to its shared commitments, the Secretariat partnered with other agencies in 2010-11 on two ongoing initiatives:

i. Design of competency-based advanced learning options for policy practitioners within the core public service. This initiative was in conjunction with Cabinet Secretariat, Executive Council.

ii. Design and implementation of a new PeopleSoft-based human resource information system involving the Public Service Secretariat, the Office of the Chief Information Officer, the Department of Finance, and the Department of Education.

Divisional Highlights

Classification and Compensation Division

The major project for the Division in 2010-11 was the initial design phase of a new Job Evaluation System. The project involved 4,700 participants representing 900 classifications. Throughout 2010-11, a number of training sessions took place to assist employees with completing position description questionnaires. Other Divisional highlights:

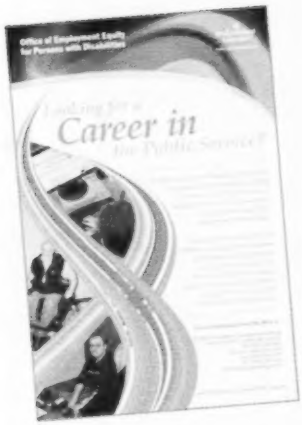
- 659 requests for classification review were completed.
- Requests for market adjustment were considered.
- Two discussion documents were disseminated to departments, the first requesting recommendations for changes to the Management Overtime Policy, and the second concerning student compensation.
- A review was initiated of the applicability of Government's compensation policies and procedures to agencies, boards and commissions.
- Departments' views were solicited on hiring issues and challenges and, based on feedback received, revised policies or directives were developed for Treasury Board review.

Collective Bargaining Division

- 2010-11 saw the implementation of a significant initiative for the Division, providing content expertise and assistance with the delivery of fourteen two-day training sessions for Government Managers enrolled in the Managers Role in Employee Relations. Divisional staff were also engaged in

transition agreements and consulted on major departmental restructuring.

Office of Employment Equity for Persons with Disabilities



Divisional activities in 2010-11 were focused on maintaining supports to persons with disabilities seeking employment opportunities within the core public service. Divisional highlights include:

- 118 persons with disabilities received employment in the core public service through the programs and services offered by the division; six received employment with agencies, boards or commissions; and 21 postsecondary students were placed in career-related work experience positions.
- A range of job search and career counselling services were provided to 1,396 persons with disabilities registered with the division.

Office of French Services

Staff activities in 2010-11 encompassed three main areas: language training for public service employees; liaison services with the francophone community; translation/linguistic support services to departments and central agencies; as well as policy advice and assistance in the area of French language. Other Divisional highlights include:

- Ninety-three government employees, from 27 departments and agencies successfully completed a year of training in the French language training program.
- Coordinated government support for four projects with the francophone community in areas of environmentalism, career planning, early childhood training, and youth attraction and retention.
- Coordinated 173 translation requests from 12 different departments and central agencies equating to 620,814 words translated.
- Renewed the province's agreement with the Federal Translation Bureau for continued access to translation services.
- Obtained Treasury Board approval for a revised corporate Translation Services Policy, and continued development of a corporate French Services Policy.

Centre for Learning and Development

Staff activities in 2010-11 were divided between maintaining the Centre's regular training activities and completing the learning and development priorities of the Human Resource Management Strategy (HRMS). Divisional highlights include:

- Launch of the new Learning Management System (LMS), in conjunction with the Centre for Distance Learning and Innovation in the Department of Education. A pilot is ongoing with participants in the Resource Management Package (RMP) – approximately 900 users.
- Launch of a new Leadership program.
- Development of competency models for Policy/Analytical positions and Human Resource positions within the core public service.
- Completion of new and modified modules within the Resource Management Package including: Succession Planning and Management Guidelines; Information Management: A Manager's Responsibility; Writing Briefing Notes; Introduction to Purchasing; Managing Occupational Health and Safety; and the Manager's Role in Employee Relations.

Organizational Management and Design Division

Focus of activities in 2010-11 were on maintaining regular services to departments, including responding to requests for organizational reviews, and managing and addressing position related requests from departments. Divisional highlights include:

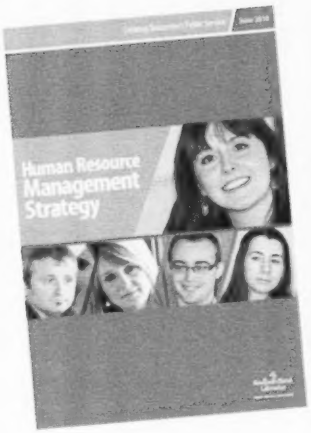
- Conducted 22 organizational reviews
- Reviewed and responded to more than 150 submissions from departments, Budget Division (Finance), and Committees of Cabinet dealing with such matters as organizational structure, new program or service initiatives with HR implications, and budget related position requests/notes.

Human Resource Policy and Planning Division

Divisional staff maintained their regular services to departments and agencies while also contributing to several initiatives of the HRMS. Special projects included the update of the HR Accountability Framework and report for Deputy Ministers; delivery of a corporate work environment survey; and research and development for new and updated policy requirements (e.g. harassment and discrimination-free workplace, duty to accommodate). Other Divisional Highlights include:

- Supporting the coordination of employee training initiatives in Labrador on behalf of the Centre for Learning and Development.
- Conducting research on recruitment and retention issues in remote areas.

Strategic Initiatives Division



Divisional staff focused a majority of their efforts in 2010-11 to providing oversight and support to the implementation of the Human Resource Management Strategy and related projects and initiatives. Divisional highlights include:

- Approval of a new Graduate Recruitment and Internship Program aimed at enhancing Government's position as a prospective employer.
- Launch of the Critical Skills Inventory to assist Government in responding to emergency situations while ensuring the uninterrupted delivery of critical public services.
- Launch of the Onboarding Program designed to engage new employees early in their employment and to ease their transition to employment.
- Development and delivery of "The Manager's Role in Onboarding" training sessions.
- Design of a new program to support departments and managers in results-based management.
- Launch of the Workplace Violence Prevention Program to support employees, unions, contractors and client groups in preventing all forms of violent behaviour and inappropriate conduct in our workplaces.
- Development of an occupational health and safety policy to promote legislative compliance and to encourage best practices throughout Government.

SECTION II
Reports on Performance

Mission: Report on Performance 2008-09 to 2010-11

Newfoundland and Labrador's core public service performs an important function by providing essential programs and services to all citizens to the province. Government recognizes that the interaction between employees and their work environment can have a significant impact on organizational productivity and most importantly, service quality. Effective management of resources is essential to achieving policy and program goals, and in attracting and retaining highly skilled and knowledgeable employees. Ultimately, organizational success depends on having employees who have the competencies required to address current and future program and service delivery requirements.

Changing retirement trends, the aging of the population, and gaps between labour supply and demand are providing an opportunity for Government to adopt innovative approaches to the development and support of leading-edge employee policies; healthy and safe work environments; competitive attraction and retention strategies; and the continuous training and development of public service employees.

The HRMS has been created to guide Government's investment in each of these areas, allowing employees to build a rewarding career in the public service, and supporting them in the provision of excellence in service delivery.

Mission

By 2011, the Public Service Secretariat will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

Measure

Support is provided to enhance the human resource capacity of the core public service.

Indicators

Leadership is provided for the continued development of the corporate HRMS through the following actions:

- Corporate HRMS is continuously updated and developed.
- HR issues are identified and prioritized.
- Stakeholders are consulted.
- HR strategy development involves the identification of achievable goals and objectives, as well as relevant best practices.
- Research-based evidence supports HR planning and policy development.
- Existing HR policies are reviewed and recommendations are made.

Leadership is provided for the implementation of the corporate HRMS through the following actions:

- Partnerships with departments and other government entities are initiated.
- A communication plan is developed and implemented as needed.
- Progress in the area of strategic HR management is monitored.
- Organizational performance is monitored.

Results

HRMS is continually updated and developed. Work was completed on the development of Government's Human Resource Management Strategy (HRMS) with the fall 2009 launch of *"Creating Tomorrow's Public Service...Excellence in Public Service Delivery."* Recognizing that human resource management continues to evolve, the HRMS contained a mix of specific initiatives and ongoing research and development commitments to ensure that the Secretariat was positioned to identify and react to new issues and priorities as they emerged while addressing current critical needs. To ensure ongoing development and adjustment of the Strategy, the implementation phase has included two important formal feedback loops - regular feedback to the Clerk of Executive Council and regular updates to Treasury Board.

HR issues are identified and prioritized. Primary sources for the identification of new issues have included the HR accountability reports, Government's Work Environment Survey, and departmental workforce plans. Regular meetings also take place with the Deputy Ministers of HR and the Committee of HR Directors to review strategy progress, revise priorities, and discuss new and emerging issues. The Secretariat has also engaged the HR communities of practice to identify and advise on new issues related to employment relations, HR planning, organizational development and integrated disability management.

In the last three years, issues addressed through discussion with one or more of the above committees over the reporting period have included:

- Communications
- Compensation
- Attraction/retention
- HR service provision
- Health and safety awareness
- Learning and development
- Succession management

These issues have led to the development and further discussion of a number of HR policies and programs.

As new priorities were identified over the course of the HRMS, they have been integrated into the HRMS action plan accordingly. For example, the need for an integrated human resource information system was identified to provide a stable foundation for continuous improvement and modernization of government-wide policies and processes. As a result, the initial planning phase for the design of the system was included as an indicator of performance for 2010-11.

Stakeholders are consulted. Throughout the mission cycle, consultations have continued to inform the development of the major HRMS initiatives. A number of discussions were initiated by the Secretariat with a number of stakeholder groups (e.g. HR Management Divisions in Government's various HR sectors, departments, and other relevant stakeholders). The following activities involved consultation:

- Knowledge management
- Onboarding / Orientation Program
- High demand positions
- HR information system requirements
- Service quality
- HR business process improvements

HR strategy development involves the identification of achievable goals and objectives, as well as relevant best practices. The Secretariat engaged in a formal strategy development process involving employees and executive across Government, as well as those who provide human resource management supports to the core public service. The resulting goals and objectives have been realized over the 3 years following the release of the HRMS.

As of March 31, 2011, the Secretariat is pleased to report the successful completion of the following objective-based activities and initiatives. It should be noted that completion of each would have included extensive research into best practices, as defined above:

- Development of knowledge management document for consultation.
- Release of the new Succession Planning and Management Guidelines.
- Release of the Market Adjustment Policy and Guidelines.

- Completion of core competencies for the Information Management and Administrative Support Professionals occupational groups.
- Support for, and delivery of, new training curriculum in critical thinking, time management, project management, group facilitation, service excellence, leadership, recruitment and staffing, regulatory impact analysis, and employee relations.
- Launch of an e-learning platform for government employees.
- Design of the new program to support departments and managers in results-based management.
- Launch of the Onboarding initiative with all departments and agencies of the core public service to orient new employees to the public service work environment.
- Approval of a number of new or updated human resource policies on the following topics:
    - relocation
    - scent awareness
    - hours of work
    - travel
    - overlapping appointments
    - market adjustment
    - harassment and discrimination-free workplace
    - management dispute resolution
    - occupational health and safety
    - adverse weather
    - amateur sporting events

Research-based Evidence Supports HR Planning and Policy Development. The decision to proceed with the collection, analysis and reporting of key HR metrics is a strong indicator of the importance that Government places on evidence-informed management. The Secretariat was successful in utilizing a strong evidence base to inform the development and implementation of a number of initiatives related to HR planning and policy (e.g. policies, guidelines, programs, learning and development). This would have included information and findings gathered from the following sources:

- Best practice research (e.g. jurisdictional scans),
- Analysis of labour market trends (e.g. Statistics Canada, the Department of Human Resources, Labour and Employment),
- Workforce demographics (e.g. internal sources - pensions and payroll, external - Statistics Canada),
- Feedback from managers and employees (e.g. consultation, focus groups, Work Environment Survey results),
- Research and data available from academic sources and private sector HR service providers.

Existing HR policies are reviewed and recommendations are made

The Secretariat supports corporate HR policy review, update and development in an effort to support employees and departments in maintaining a modern, relevant and supportive HR management environment. The following policies were approved by Treasury Board and are being implemented:

- Market Adjustment
- Relocation
- Scent Awareness
- Hours of Work
- Corporate Charge Card
- Travel Advances
- Overlapping Appointments
- Harassment and Discrimination-free Workplace
- Management Dispute Resolution
- Occupational Health and Safety
- Adverse Weather
- Amateur Sporting Events

Partnerships with departments and other government entities are initiated. The Secretariat has demonstrated leadership during implementation of the HRMS by establishing partnerships with the Public Service Commission, the Human Resource Management Divisions, as well as with participating departments and agencies to carry out priority initiatives. Key partners over the last three years have also included:

- Office of the Chief Information Officer
- Newfoundland and Labrador Statistics Agency
- Memorial University's Gardiner Centre

The Regional Senior Management Councils have also been engaged directly in strategy implementation. Other examples of broad partnerships include those formed for the government-wide Occupational Health and Safety initiative, as well as the Workplace Violence Prevention Program. Partnerships have also been created in targeted areas involving one or two departments. An example is the service quality partnership involving the departments of Human Resources, Labour and Employment, Government Services, and the Public Service Secretariat.

A communications plan is developed and implemented.

Communications plans were developed and implemented to support the launch and ongoing implementation of the HRMS. Specific communications initiatives included:

- *Strategy Launch* – The Secretariat employed several communications mechanisms for the launch, including information sessions with Deputy Ministers and executive members across Government; the release of a message by the Clerk of the Executive Council; posting of the strategy via the Public Service Network (PSN); and presentations to Departments/Divisions by Secretariat staff or Directors of HR.

- *Strategy Update* – The Clerk released a comprehensive review and written update report to all staff in fall 2010 that was widely distributed via the PSN. In addition, internal reports are made regularly to the Clerk and Treasury Board on implementation of strategy initiatives.
- *Regional Senior Management Councils* – The Secretariat's Executive met with the Regional Senior Management Councils to update strategy progress and discuss various issues as well as the implementation of activities.
- *PSN Releases* – All employees are notified via the PSN as specific HRMS initiatives have commenced or have been implemented.
- *Outlooks + Insights Publication* – This new publication, intended to inform staff and managers in the public service of important issues and initiatives underway in the HR management field, includes a regular update on the HRMS.
- *CLD Quarterly* – Learning and development initiatives under the Strategy are regularly highlighted in the Quarterly along with information on upcoming training events to ensure that all employees are informed of the availability of these activities. The Quarterly also provides information on topics of interest and links to other tools on a number of subject areas (e.g. time management, generations in the workplace).
- *Updates on Initiatives* – The Secretariat's Executive team meet with departments to discuss Secretariat initiatives and to provide an opportunity to discuss any HR concerns. Staff involved in specific strategy initiatives continue to respond to requests for information or progress updates.

Progress in the area of strategic HR management is monitored. The Secretariat has pursued improvements in HR management through regular monitoring of priority issues and initiatives. Key to the monitoring process is reporting on standardized HR metrics. The HR Accountability Framework, involving Deputy Ministers and their respective Director of Human Resources, has also been created and is continuing to be refined to address monitoring and reporting needs. HR accountability reports are received annually from all departments, are then analyzed and a summary is provided for discussion with the Clerk of Executive Council.

Organizational performance is monitored. Monitoring of one aspect of organizational performance has been carried out through Government's Work Environment Survey (WES), as well as completion of departmental reviews under the workforce planning process. WES results have been analyzed at the corporate as well as departmental level, with findings shared and discussed with departmental executive teams, the Deputy Ministers of HR Committee, and HR Directors.

Discussion of the Results

Over the reporting period, the Secretariat has successfully designed and delivered an updated HRMS that provides a framework for identifying and managing external and internal challenges while building upon organizational strengths and opportunities across the core public service. As per the Secretariat mission statement, the focus has been on assisting government departments and agencies build human resource capacity by supporting and developing their workforce to maintain a high level of service excellence.

Supporting initiatives have included development or release of new or updated human resource policies and guidelines in the areas of succession management and market adjustment. New programs have been released including Tuition Reimbursement, "Potential" and "On-boarding". In addition, an occupational competency model has been launched to identify core competencies for the public service, and the Centre for Learning and Development has expanded its course offerings to include training in succession planning, as well as enhancements to the Resource Management Package Program curriculum. Designed to welcome new employees, ensure their effective utilization in their hiring departments, and provide support for ongoing personal and professional development, these programs and initiatives work together to ensure staff are positioned to deliver exceptional programs and services to the citizens of Newfoundland and Labrador.

Utilizing the data gathered from work environment surveys, departmental workforce planning processes, ongoing research in the key HR communities of practice, and the results available from national comparisons, the Secretariat understands current issues and is well positioned for recommending and carrying forward initiatives to encourage and promote enhancements to human resources programs and support services. As such, it has built internal monitoring capacity to remain apprised of organizational issues, as well as to identify needs and gaps over the longer term.

Strategic Issue: Report on Performance 2008-09 to 2010-11

ISSUE - Strategic alignment of human resource capacity with government's service delivery needs

Government is characterized by employees who have strong co-worker relationships, high commitment to their work, and an impressive array of knowledge, skills and abilities.

The Secretariat is positioned to help departments and central agencies build upon these strengths and align their capacity with service delivery needs, by:

- Supporting a department's efforts in attracting and retaining the best employees.
- Emphasizing excellence in all aspects of employee performance and work.
- Encouraging and supporting employees to realize their full potential in the workplace.
- Creating internal mechanisms for knowledge management, career enrichment and succession planning.

Supporting the needs of employees often results in a workforce that is focused on the provision of service excellence and stronger public services for the province. The HRMS helps achieve this by:

- Building on potential,
- Strengthening Governments' competitiveness as an employer,
- Renewing the workplace.

Goal

By March 31, 2011, the Public Service Secretariat will have supported the ongoing development and implementation of the Human Resource Management Strategy.

Measure 1

Lead the ongoing development of the Human Resource Management Strategy.

Indicators and Actual Results

Areas for human resource strategy, guideline and/or program development are identified	The HRMS identified four main goals for the effective management of human resources within Government. These goals included: • Increasing internal capacity, • Attracting and retaining talent, • Building work environments that promote long-term attachment, • Building workplace supports through innovation, diversity, employment equity, and modern business processes.
Stakeholders are consulted to support development	Over the three year reporting period, the Secretariat successfully initiated or completed a number of consultations or stakeholder discussions to inform the development and design phases of major HRMS initiatives including: • Knowledge management • Healthy workplace strategy • Onboarding Program • High demand positions • HR information system requirements • Service quality • HR business process improvements Stakeholders involved in consultation or discussion processes would have included Directors of Human Resources, other experts in the HR Community, the Deputy Ministers of HR Committee, and a range of departmental representatives and others depending on the initiative.
Human resource strategies, guidelines and/or programs are operationally defined And Human resource strategies, guidelines and/or programs are developed and designed to support the ongoing development of the Human Resource Management Strategy	In this instance, the term "operationally defined" means that a specific initiative has not just been designed, but that detailed plans are in place to support and manage its implementation. This was completed for all Secretariat initiatives implemented under the Business Plan 2008-2011. By March 31, 2011, the Secretariat had developed and initiated roll out of the following strategies, guidelines or programs for departmental use: • Succession management guidelines • Occupational competencies initiative • Tuition reimbursement program • Potential program • Onboarding Program • Market Adjustment Policy and Guidelines • Occupational Health and Safety Policy • Succession Planning and Management training • Resource Management Package enhancements

Measure 2

Implementation of the Human Resource Management Strategy is supported.

Indicators and Actual Results

The Secretariat has developed and put in place mechanisms (i.e., guidelines, policies, frameworks) to support implementation of human resource strategies	To effectively manage implementation of the HRMS, the Secretariat prepared a detailed action plan. This document defined, in operational detail, the major strategies, guidelines, frameworks, and programs to be developed and implemented over the Strategy's life cycle (2008-09 to 2010-11).
Stakeholders are consulted	Consultations formed a regular component of the implementation of the Strategy and most of the key HRMS initiatives. In addition to regularly updating and consulting the Deputy Ministers of HR Committee on strategy implementation, departmental and stakeholder feedback on implementation was sought specifically for the following HRMS initiatives: • Succession planning • Learning and development • Healthy workplace strategy • Onboarding Program • Job Evaluation System • Employee retention • Duty to accommodate policy • Harassment and Discrimination-free workplace • Violence Prevention in the Workplace • Capacity-building
Communication plans are developed and implemented as needed	Communications formed an important and ongoing part of the implementation process with various activities designed to keep employees, management and Ministers apprised of specific initiatives as they were initiated and implemented. Such activities included: • *Strategy Launch* – The Secretariat employed several communications mechanisms for the launch including information sessions with Deputy Ministers and executive members across government; the release of a message by the Clerk of the Executive Council; posting of the strategy on the Public Service Network (PSN); and presentations to Departments / Divisions by Secretariat staff or Directors of HR. • *Strategy Update* – The Clerk released a comprehensive review and written update report to all staff in fall 2010 that was widely distributed via the PSN website. In addition,

	internal reports are made regularly to the Clerk on implementation of strategy initiatives. • *Regional Senior Management Councils* – The Secretariat's Executive team met with the Regional Senior Management Councils and managers across the province to update on strategy progress, discuss issues, the implementation of activities, and generally keep regional management staff informed. • *PSN Releases* – All employees are notified via the PSN as specific initiatives under the strategy have commenced or have been implemented. • *Outlooks + Insights Publications* – This new publication intended to inform staff and managers in the public service of important issues and initiatives underway in the HR management field includes a regular update on the HRMS. The first release is scheduled for 2011. • *CLD Quarterly* – Learning and development initiatives under the HRMS are regularly highlighted in the Quarterly along with information on upcoming training events to ensure that all employees are informed of the availability of these activities. The Quarterly also provides information on topics of interest and links to other tools on a number of subject areas (e.g. time management, generations in the workplace). • *Updates on Initiatives* – The Secretariat's Executive team meet with departments to discuss Secretariat initiatives and to provide an opportunity to discuss any HR concerns. Staff involved in specific strategy initiatives continue to respond to requests for information or progress updates.

The success reported with respect to the 2008-11 goal is due to the successful completion of each years annual objectives. Performance measures and results for the 2010-11 annual objectives are provided below.

2010-11 Objective: Report on Performance

Objective

By March 31, 2011, the Secretariat will focus its work on achieving progress in the development of strategies, initiatives and/or reports that identify and recommend best practices for renewal of the workplace with the aim of improving worker retention.

Measure

Research and/or consultations are conducted to inform the identification and recommendation of best practices for renewing the workplace and improving worker retention.

Indicators and Actual Results

Continue to develop job profiles to support implementation of the new job evaluation system	2010-11 saw the initiation of the main phase of the Job Evaluation System (JES) involving 4,700 public sector positions representing 900 classifications. Participating employees received training on completing position description questionnaires. As of March 31, 2011, the JES Team had developed and rated 736 job profiles using the information from the questionnaire process.
Commence the planning phase for implementation of the new Human Resource Management Information System	An Interdepartmental Project Team has been established to direct the development of the new human resource information system for the public service. The project budget was approved and system vendor confirmed following the successful RFP process in 2010-11. Members of the Team have been working closely with subject matter experts across government to validate system requirements, work-flow and business processes in preparation for the first system release in 2012-13 involving the delivery of base HR functions including compensation, benefits, leave and scheduling administration.
Research/consultations are conducted to inform best practices in workload analysis	2010-11 research into best practices in workload issues and analysis included a preliminary review of approaches to workload analysis and identification of assessment tools available in other jurisdictions or from industry sources. Piloting of the new "Potential" Program has resulted in the introduction of tools to assist individuals and departments with workload issues, including identifying

	related learning and development needs. During the past year, the CLD has also completed initial design of a Workload Management module to help employees improve their self-management competencies. The module is part of the corporate Leadership and Management Development Program.
Research/consultations are conducted to inform best practices in workplace health	2010-11 saw research conducted to inform policy development and best practices in the areas of: ▪ Occupational health and safety ▪ Violence prevention in the workplace ▪ Harassment and discrimination-free workplace ▪ Duty to accommodate In addition, the Secretariat has become a member of the National Quality Institute, resulting in access to a wide range of research and best-practice literature on workplace health issues and initiatives.
Research/consultations are conducted to inform best practices in attendance management	During 2010-11, discussions were held with the Integrated Disability Management Community of Practice on the issue of attendance management and the various models and current practices being applied throughout Government. Research and consultations have also been conducted with other large public sector employers in the interest of reviewing and identifying existing policy and programs within these organizations. A full jurisdictional scan of attendance management policy, programs, and best practices is currently being conducted and will be completed in 2011-12.
Research/consultations are conducted to inform best practices in workplace diversity	Preliminary research and consultations were conducted to inform best practices in workplace diversity and included a jurisdictional review, participation in learning events on diversity and human rights, and consultations with an international expert in the area of diversity and inclusiveness.

Discussion of Overall Performance

Over the reporting period, the Secretariat has successfully designed and delivered an updated corporate HRMS that provides a framework for identifying and managing external and internal challenges, while building upon organizational strengths and opportunities across the core public service. As per the Secretariat's three-year goal, the focus has been on assisting the core public service build human resource capacity by supporting and developing their workforce to maintain a high level of service excellence.

During 2010-11, the Secretariat was able to meet its objective of developing strategies, initiatives and/or reports that identify and recommend best practices for renewal of the workplace. Two major projects were launched - the new job evaluation system, and the human resource information system, and extensive research has been compiled on best practices and potential tools available to support workload analysis, workplace health, and attendance management. Work is also underway on the design and implementation of new and updated policies, guidelines or strategies related to worker retention, including Duty to Accommodate, and Harassment and Discrimination-Free Workplace.

Government is also showcasing the value and variety of public service work to current and prospective future employees in a new campaign to be launched early in 2011-12.

SECTION III

Opportunities and Challenges Ahead

As it continues to make progress in a number of areas related to human resources, the Secretariat anticipates the following challenges and opportunities in the upcoming business cycle, 2011-2014.

Labour Market and Human Resource Trends

Newfoundland and Labrador continues to experience demographic and labour market change at an accelerated pace compared to the rest of the Canada. This means that we are seeing the impacts of an aging population sooner, and on a proportionately larger scale, than most other jurisdictions. We also remain a province with one of the highest percentage of citizens living in rural areas - a characteristic that brings some unique challenges to addressing the service needs of an older population.

Planning for these changes continues to be a focus for most public sector organizations. This presents an opportunity to develop

appropriate human resource strategies and organizational policies to support departments and agencies through this period. This may include developing and preparing new leaders for enhanced roles in the public service and ensuring that the work environment is able to attract and retain the talent required.

The Secretariat plays a key role in bringing forward best practices in HR management and supporting their implementation across the core public service.

Implementation of the New Job Evaluation System

Government has committed to the implementation of a new Job Evaluation System (JES) for bargaining-unit employees within the public sector. This new system would be web-based, gender neutral and have the ability to evaluate positions based on factors such as skill, effort, responsibility and working conditions. Over the coming months, the main focus of the project will be on completing the development and rating of job class profiles, continuing research and development of a potential compensation framework, and preparing for discussions with employees and the public sector unions to support implementation of the new JES.

Geography/Travel Related to Learning and Development

The Centre for Learning and Development (CLD) is preparing to expand learning through Virtual Instructor-Led Training (VILT) formats. While classroom learning remains an important instructional method for the leadership program, the CLD respects the demands of the workplace and the challenges that its clients face over such a vast geography. VILT will offer the same programming via the use of technology by simulating the classroom in a virtual setting. The CLD anticipates being able to address the concerns of Government's employees in remote parts of the province as well as seasonal employees who are required to be onsite, or in the field daily. With the travel component removed, employees may be able to avail of more CLD program offerings. In partnership with the OCIO, the CLD is positioned to utilize technology to assist in Virtual Learning and Development. Microsoft Communicator is an integrated software suite that performs a number of different functions to meet communication needs, such as video calling, live meeting, web conferencing, and resource sharing. As well, partnerships with the private sector and the Centre for Distance Learning and Innovation present opportunities to explore new modes of training delivery and increase access to training in rural areas of the province or for employees for whom the traditional classroom approach is not suitable.

Workload Management Tools

The CLD has facilitated several strategic planning sessions with clients to assist in developing branch, division and individual work plans. The *Potential Program* will be another tool available for clients to create a broad picture of workload issues and related learning interventions, as required. The CLD is currently offering Workload Management (one day course) to assist in the development of the Self-Management competency under the Leadership and Management Development Strategy. The CLD is also exploring the development of an e-learning module to address time management issues called Time Management: Tips and Techniques. Opportunities exist to enhance access to and use of these and other tools to help employees and departments identify and address workload issues they are experiencing.

Human Resource Information System (HRMIS)

An HR information system will ensure the integrity of critical systems and provide a stable foundation for continuous improvement and modernization of government-wide policies and processes well into the future, and will offer a self-serve module to employees of the core public service, teachers, and pensioners. The project team, responsible for the system, is currently working on the design for phase one. Members of the team have been working closely with subject matter experts from across Government to validate requirements, work-flow and business processes. Work on phase one is expected to take approximately two years. Phase two will integrate pensioners' compensation into the system, and the third release will deliver advanced functions in the areas of organizational development, human resource planning, occupational health and safety and recruitment.

Financial Statements

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2011*. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process but the Secretariat is not required to provide a separate audited financial statement.

Office of the Executive Council – Public Service Secretariat
Statement of Expenditure and Related Revenue
For Year Ended 31 March 2011

		Estimates	
	Actual ($)	Amended ($)	Original ($)
Current			
3.1.01 Executive Support			
01. Salaries	**734,212**	734,400	661,300
02. Employee Benefits	**5,439**	5,500	300
03. Transportation and Communications	**19,904**	22,300	19,300
04. Supplies	**6,251**	6,600	2,500
05. Professional Services	**-**	900	5,000
06. Purchased Services	**3,524**	4,000	5,000
07. Property, Furnishings and Equipment	**1,863**	2,500	-
Total: Executive Support	**771,193**	776,200	693,400
3.1.02 EMPLOYEE RELATIONS			
01. Salaries	**1,982,934**	1,992,500	1,855,200
02. Employee Benefits	**2,646**	4,000	4,000
03. Transportation and Communications	**64,769**	67,700	71,200
04. Supplies	**55,725**	58,400	13,800
05. Professional Services	**217,323**	268,200	315,400
06. Purchased Services	**36.651**	44,100	44,100
07. Property, Furnishings and Equipment	**5,701**	6,200	-
Total: Employee Relations	**2,365,749**	2,441,100	2,303,700
3.1.03 POLICY AND PLANNING			
01. Salaries	**996,333**	999,000	1,117,800
02. Employee Benefits	**17,368**	17,500	1,700
03. Transportation and Communications	**10,243**	14,600	44,900
04. Supplies	**76,333**	85,900	106,400
05. Professional Services	**17,500**	17,500	400
06. Purchased Services	**36,512**	38,700	28,900
07. Property, Furnishings and Equipment	**4,795**	8,300	-
	1,159,084	1,181,500	1,300,100
02. Revenue – Provincial	**(600)**	-	-
Total: Policy and Planning	**1,158,484**	1,181,500	1,300,100

	Actual ($)	Estimates Amended ($)	Original ($)
Current			
3.1.04 CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	**646,280**	679,300	780,900
02. Employee Benefits	**28,759**	29,900	23,300
03. Transportation and Communications	**49,909**	53,600	148,000
04. Supplies	**230,963**	254,200	127,200
05. Professional Services	**3,000**	4,500	15,000
06. Purchased Services	**465,629**	533,000	568,000
07. Property, Furnishings and Equipment	**8,452**	10,400	2,500
	1,432,992	1,564,900	1,664,900
02. Revenue – Provincial	**(16,100)**	(7,500)	(7,500)
Total: Centre for Learning & Development	**1,416,892**	1,557,400	1,657,400
3.1.05 STRATEGIC INITIATIVES			
01. Salaries	**472,906**	573,100	573,100
02. Employee Benefits	**4,556**	6,400	-
03. Transportation and Communications	**6,814**	43,000	45,000
04. Supplies	**32,820**	45,300	25,000
06. Purchased Services	**61,101**	158,600	208,100
07. Property, Furnishings and Equipment	**10,513**	24,800	-
Total: Strategic Initiatives	**588,710**	851,200	851,200
3.1.06 OPENING DOORS			
01. Salaries	**3,755,701**	3,795,300	3,795,300
02. Employee Benefits	**249**	2,000	2,000
03. Transportation and Communications	**3,677**	10,500	12,500
04. Supplies	**793**	10,000	10,000
05. Professional Services	**-**	4,700	6,200
06. Purchased Services	**7,053**	9,500	6,000
07. Property, Furnishings and Equipment	**1,291**	15,000	15,000
10. Grants and Subsidies	**114,625**	300,000	300,000
	3,883,389	4,147,000	4,147,000
01. Revenue – Federal	**(1,108,800)**	(1,100,000)	(1,100,000)
Total: Opening Doors	**2,774,589**	3,047,000	3,047,000

	Actual ($)	Estimates Amended ($)	Estimates Original ($)
Current			
3.1.07 FRENCH LANGUAGE SERVICES			
01. Salaries	**467,137**	473,900	473,900
02. Employee Benefits	**1,067**	3,000	3,000
03. Transportation and Communications	**14,961**	22,000	30,000
04. Supplies	**35,196**	38,000	18,000
05. Professional Services	**65,205**	68,800	75,800
06. Purchased Services	**14,243**	22,500	27,500
07. Property, Furnishings and Equipment	**2,104**	4,000	4,000
10. Grants and Subsidies	**5,000**	35,000	35,000
	604,913	667,200	667,200
01. Revenue – Federal	**(354,766)**	(390,000)	(390,000)
02. Revenue – Provincial	**(78,124)**	(70,000)	(70,000)
Total: French Language Services	**172,023**	207,200	207,200
TOTAL: PUBLIC SERVICE SECRETARIAT	**9,247,640**	10,061,600	10,060,000
TOTAL: PUBLIC SERVICE SECRETARIAT	**9,247,640**	10,061,600	10,060,000

APPENDICES

Mandate

The mandate of the Public Service Secretariat (Secretariat) is to focus on employees and their contribution to the delivery of government programs and services. The Secretariat supports the Treasury Board Committee of Cabinet (the Board) in matters relating to human resource (HR) management. Responsibilities for the Board have been conferred primarily through the *Financial Administration Act,* various pieces of labour legislation such as the *Public Service Collective Bargaining Act,* and the *Executive Council Act and Regulations.*

The *Financial Administration Act* specifically identifies the following HR responsibilities for the Board:

- Determines personnel requirements and provides for the allocation and effective utilization of personnel.
- Provides for the classification of positions.
- Determines the pay to which employees are entitled for services rendered, the hours of work and leave of those persons and related matters.
- Establishes standards of discipline in the public service and prescribes the penalties that may be applied for breaches of discipline.
- Provides for other matters, including terms and conditions of employment, the Board considers necessary for effective personnel management.

Labour legislation, such as the *Public Service Collective Bargaining Act,* gives the President of Treasury Board responsibility for collective bargaining in the public service.

The *Executive Council Act and Regulations* provide authority to the Lieutenant-Governor in Council to create departments and Committees of Cabinet and appoint appropriate ministers. The Act also identifies some ministerial powers. Human resource policy, planning, information management and program delivery.

Divisional Descriptions

Classification and Compensation

The Classification and Compensation Division is responsible for job evaluation and salary management services in government departments, regional health authorities, education boards, select crown corporations and agencies. The Hay job evaluation system is used to establish a pay structure for management employees;

bargaining unit and other non-management employees are evaluated using another system that is based on classes and grades for each unique job type. The Division also conducts research on a variety of issues to establish fair, equitable and consistent compensation for all employees.

Collective Bargaining

The Collective Bargaining Division provides labour relations advice and services to public sector organizations with the goal of creating and maintaining a labour relations environment that balances the needs of employees with those of the organization. Specifically, the Division provides professional labour relations advice and services to the Treasury Board Committee of Cabinet, government departments, and public sector organizations; negotiates collective agreements and settlements; offers labour relations training for management; and formulates labour relations policy options and recommendations to the Treasury Board.

Office of Employment Equity for Persons with Disabilities

The mandate of the Office of Employment Equity for Persons with Disabilities is to increase the representation of persons with disabilities in the public service. To attain this, the Office provides Newfoundland and Labrador residents with employment related services and programs, including the Opening Doors Program, wage subsidy initiatives, the Student Summer Employment Program, as well as access to its Information Resource Centre. The Office also provides information, advice and training to promote its mandate.

Office of French Services

The Office of French Services supports the planning and delivery of quality French-language services by working with departments and agencies. Serving both the public service and Francophone community of Newfoundland and Labrador, the Office aims to build bilingual capacity in government to help increase the delivery of services in French. A variety of programs and services are offered to government departments and agencies such as French language training, translation, linguistic support and community liaison. Furthermore, the Office of French Services is also the primary point of contact for the Francophone public and organizations on questions related to government programs and services.

Human Resource Policy and Planning

The Human Resource Policy and Planning Division supports government's capacity for strategic human resource management by providing leadership in HR policy, planning and research, as well as emphasizing the importance of disability management and HR information systems. Specifically, the Division develops, interprets and reviews government's HR policies and policy framework; leads strategic HR planning in the core public service; conducts surveys and

other organizational research; and establishes requirements and strategies to develop an integrated HR management information system that will meet ongoing planning, management and research needs. Additionally, the Division is responsible for business planning and reporting for the Public Service Secretariat.

Centre for Learning and Development

The Centre for Learning and Development provides corporate-wide learning opportunities and consultative services to promote visionary leadership, responsible management and optimum performance. The Centre collaborates extensively with departments and agencies to develop and provide corporate learning, development and training opportunities to employees in the core public service. Specifically, the Centre is involved with executive development, leadership and management development, technology based learning and development, performance enhancement, as well as strategic and consultative services.

Organizational Management and Design

The Organizational Management and Design Division evaluates organizational structure and operational processes to help streamline the delivery of existing programs and services to the public. Specifically, the Division works with government departments and selected agencies to review or create organizational structures; review and refine operational processes and procedures; and analyze workflow and align resources to best achieve the mandate, business goals and work plan of departments The Division also leads government-wide reviews of position categories, manages internal organizational change associated with restructuring and realigning of work processes, and supports efforts related to workforce planning and change management.

Strategic Initiatives

The role of the Strategic Initiatives Division is to plan and develop programs relating to human resource service delivery in areas that include risk management, performance enhancement, employee engagement and internal communications. The Division also provides strategic advice on human resource management issues, gives direction to HR business transformation processes, and generally supports the implementation of the Human Resource Management Strategy. Primary client groups include the Strategic HR Management divisions, deputy ministers, executives and managers in all government departments and agencies.